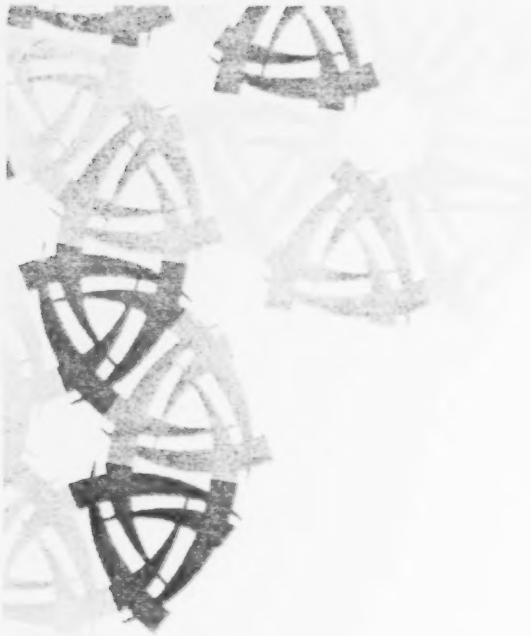

Service Plan
2002/03 – 2004/05

BRITISH
COLUMBIA
ARTS COUNCIL

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Table of Contents

OVERVIEW OF THE BRITISH COLUMBIA ARTS COUNCIL 1

GUIDING VISION, MISSION AND VALUES 2

PLANNING CONTEXT AND KEY STRATEGIC ISSUES 3

GOALS, OBJECTIVES, TARGETS, STRATEGIES AND PERFORMANCE MEASURES 6

SUMMARY FINANCIAL OUTLOOK 12

Overview of the British Columbia Arts Council

The Province of British Columbia recognizes the significant contribution made by the arts and cultural community to the life of the province and is committed to its support and development.

Through the British Columbia Arts Council, the province exercises its responsibility to support programs that assist artistic and cultural activity. These programs support community and professional arts and cultural organizations and individual artists, as well as encouraging greater access to cultural and artistic experiences throughout the province.

The British Columbia Arts Council is an independent agency established by the Province of British Columbia to:

- Provide support for arts and culture in British Columbia;
- Provide persons and organizations with the opportunity to participate in arts and culture in British Columbia; and
- Provide an open, accountable and neutrally administered process for managing funds for British Columbia arts and culture.

In performing its duties, the British Columbia Arts Council must:

- Consult with artists, arts and cultural organizations, governments and other interested communities;
- Allocate the money appropriated annually for the Council by the Legislature; and
- Support arts and culture through the following:
    - Public education, research and advocacy;
    - Awarding grants; and
    - Production and distribution of information on the Council and arts and culture in British Columbia.

The Council consists of up to fifteen (15) members who are broadly representative of the regions, cultural diversity and artistic communities of British Columbia. Members are appointed by the Lieutenant Governor in Council, who also designates the chair and vice-chair of the Council.

Guiding Vision, Mission and Values

The vision for the British Columbia Arts Council is:

> *All British Columbians fully participating in a healthy arts and cultural community that is recognized for its excellence.*

In keeping with this higher level strategic direction, this is our mission:

> *The British Columbia Arts Council supports the arts and cultural community to enable it to achieve its creative, social and economic potential by providing financial assistance, advocacy and public education.*

We have a set of fundamental beliefs that underlie all that we do. Our involvement with arts and culture is governed by:

- The belief in a vibrant arts and cultural community as essential to a healthy society;
- The belief in artistic excellence;
- The belief in inclusiveness; and
- The belief in diversity of artistic practice in all art forms.

As a Council, we are governed by:

- Our desire to embrace the future while seeking to preserve our past;
- Our belief in transparency and accountability; and
- Our adherence to the principles of equality, merit and independence.

Planning Context and Key Strategic Issues

As an independent, provincially funded agency, the British Columbia Arts Council is directly impacted by trends and priorities within government.

Greater accountability and enhanced program (service) delivery

In British Columbia, there has been a renewed commitment by the government toward ensuring accountabilities and demonstrating results. Furthermore, shifting emphasis in how programs and services are being delivered has led to a greater use of technologies along with a continuing focus on clients and quality. Coupled with these changes and priorities have been the fiscal pressures affecting public support at a provincial level.

There will be an ongoing need, therefore, to ensure that the British Columbia Arts Council can demonstrate accountability and results, that its programs are administered to forge linkages with other organizations, and that it can demonstrate value to the artistic and cultural sector. In addition, it will be important to make certain that these programs are delivered in as efficient and effective a manner as possible.

The arts and culture sector has also been subject to forces for change.

Economic transformation and contributions

The global economy continues its transformation from one based primarily on the manufacturing and exchange of goods to one dominated by the provision of services and the exchange of information. Artists and creators, who are essentially communicators, are well positioned to play central roles in this transformation.

This is evidenced in British Columbia by:

- the extensive network of cultural organizations that support the production and distribution of creative work,
- the increasing importance of cultural tourism,
- the continuing contribution made by the province's publishing and sound recording communities,
- the rapid growth of the film and television industry, and
- the development of a significant new media sector.

Rapid pace of technological innovation

Technological change, particularly digitalization, is transforming the cultural sector, including the means of production, the products and the distribution channels. The rapid expansion of the broadcasting sector and the growing convergence with internet-based distribution systems presents a continuing demand for new programming, expanding certain media and transforming the cultural sector as a whole. With more media outlets, however, other implications include narrower (smaller) audiences and lower fees. Coupled with this trend has been a slowed uptake of technological innovation and related business opportunities as a result of a general lack of investment capital. Addressing these constraints will require support for artists to incorporate new technologies in the creation and distribution of art to ensure continued artistic excellence.

Community Diversity and Growth

British Columbia is increasingly ethnically diverse, with people of many cultural traditions contributing to the complexity and richness of the province. This diversity presents an opportunity for British Columbia to benefit from a variety of cultural and creative traditions. It also presents the challenge of ensuring that our cultural organizations both accommodate and reflect these differences.

The role of cultural development within communities is also changing. Communities are recognizing that cultural activities provide both social and economic benefits and in an economy where work and leisure increasingly overlap, are key to a community's competitive success.

This complex role of contributor to both social and economic objectives is seen clearly in the desire of many communities to invest in cultural tourism initiatives.

Sustainability of arts and cultural organizations

Arts and cultural organizations are undercapitalized, and instabilities exist across the sector. The resulting loss of quality of artistic product and growing conservatism in organizational decision-making further reduce opportunities for developing artists. In addition, the experienced managers of British Columbia's cultural institutions are aging, and many will retire in the next several years. Several senior arts organizations have recently had to recruit beyond British Columbia for management talent. Unattractive working conditions, including low remuneration and uncertain security, further increase the difficulty in filling managerial positions. Addressing these challenges will require, in part, a public policy and programming focus on providing for financially healthy and sustainable arts and cultural organizations and appropriate managerial and governance capacity, particularly at the board level.

Presence of skills and artistic opportunities

The level of educational programming in the arts is of concern. The skills required by an increasingly professional and creative economy are acquired through training, yet the education system has not made creative or managerial training a priority. Further, opportunities are limited for emerging artists to develop their skills after formal training is completed. This necessitates the need to invest in opportunities for young artists as well as providing for supportive public policies and partnerships with schools.

The British Columbia Arts Council has a key role to play in assisting the arts and cultural community to adapt their creative vision and administrative practices to flourish in a rapidly evolving economic and social environment.

The Council must be able to respond to new operating conditions and remain flexible enough to adapt to local needs. Without strong cultural programming, infrastructure and capital, new capacity will not develop and the province's creative potential will be diminished.

The Council is also required by legislation to inform the government and the public of the significant contribution made by the arts and cultural community to the social and economic success of the province.

Goals, Objectives, Targets, Strategies and Measures

There are six goals that serve to describe the desired results to be achieved by the British Columbia Arts Council, for which supporting objectives, targets, strategies and performance measures have been established. It should be noted that given their specific nature, targets could not be established for all goals and objectives, and that in some cases more qualitative measures of performance were appropriate.

Goal

Artistic excellence, expression and innovation recognized and encouraged.

Objectives

- An adjudication process that identifies, develops and supports artistic excellence.
- An adequate funding base to support creative and innovative projects.
- Opportunities and resources for artists and creators to train, experiment and create, and reach an audience.

Targets

- On an annual basis, an average of 25% of applications for creative projects is supported.

Strategies

- Maximize the expertise and professionalism of input into key decision-making processes.[1]
- Maintain staff knowledge and skill levels through experiential and formal training.[1]
- Ensure that the adjudication process distributes resources in a manner that will allow projects to be fully realized.

Measures

- The annual number of potential clients seeking program support that are:[2]
  - Provided advice;
  - Directed to other programs;
  - Not eligible; and/or
  - Submit applications.
- The annual proportion (%) of applicants receiving funding.
- The annual value ($) of funds distributed by:
  - Artistic discipline; and
  - Activity.

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1 *This strategy is applicable to both the goals of, "Artistic excellence, expression and innovation recognized and encouraged." and "Healthy, sustainable arts and cultural organizations."*

2 *Potential clients are defined as members of the arts and cultural community.*

Goal

Healthy, sustainable arts and cultural organizations.

Objectives

- Funding programs that recognize and support the capacity of organizations to contribute to the province's arts and cultural development.
- An adequate funding base for arts and cultural organizations.
- Supportive public policies and programs for the arts and culture in British Columbia.

Targets

- Quantitative targets will be developed.

Strategies

- Maximize the expertise and professionalism of input into key decision-making processes.[1]
- Maintain staff knowledge and skill development through experiential and formal training.[1]
- Refine Council programs and practices to ensure that the financial and non-financial needs of organizations are addressed.
- Contribute to the development of provincial policies that affect arts and culture.

Measures

- Maintenance of a professional, independent and discipline-based advisory and adjudication process.

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1 *This strategy is applicable to both the goals of, "Artistic excellence, expression and innovation recognized and encouraged." and "Healthy, sustainable arts and cultural organizations."*

2 *Potential clients are defined as members of the arts and cultural community.*

Goal

Diversity in cultural traditions is recognized and supported and new art forms are encouraged.

Objectives

- Increased diversity of artistic practice, including aboriginal cultural traditions, supported by the British Columbia Arts Council.
- Opportunities are provided for artists to incorporate new technologies in the creation and distribution of art.

Targets

- Increase by 10% the representation of diverse artistic practices in approved awards over the prior year.

Strategies

- Assure representation of diverse cultural communities in the adjudication process.
- Develop staff capacity to understand diverse and evolving creative practices.
- Review program applications and guidelines to ensure that they:
  - Encourage participation by artists of different cultural traditions;
  - Assist with professional development of artists in new technologies; and
  - Reflect evolving creative practices.

Measures

- The annual percentage representation of diverse artistic practices in approved awards.
- Description of the range of cultural traditions reflected in awards.
- Description of evolving creative practices included in awards.

Goal

Expanding arts and cultural activity that contributes to the overall economic growth of the province.

Objectives

- Artists and cultural organizations assisted to reach new markets and to develop new products and services.
- National and international recognition of BC arts and culture.
- Artists and cultural organizations contributing the essential creative resources for the continued development of the province's cultural industries.

Strategies

- Provide support for:
  - Touring (market development) and attendance at national and international showcases; and
  - Organizational and marketing strategies in training and professional development of artists and cultural administrators.

Targets

- Maintain annual 25% success ratio in Arts Awards programs.
- Other targets will be developed as Statistics Canada improves the frequency and tracking of key data.

Measures

- Annual number of Professional Development awards.
- Description of the national and international markets developed and artists supported for touring.
- Description of the awards and recognition achieved by BC artists and cultural organizations.

Goal

Opportunities to participate in arts and cultural activities are available throughout the province.

Objectives

- Awareness and appreciation of arts and culture in British Columbia schools.
- Programs and services accessible province-wide to organizations and individual artists.
- Presence of arts opportunities in communities where geographic, economic or other factors limit access.

Strategies

- Provide financial support:
  - Towards school presentations and tours; and
  - For equitable access by organizations and artists across British Columbia.
- Maintain service organizations that provide support for artists and art organizations throughout the province.
- Assure regional representation on juries and advisory committees.
- Improve the distribution of information materials to enhance awareness of BC Arts Council programs in diverse communities.

Targets

- Support 95% participation rate of School Districts in arts and educational programs on an annual basis.
- Support 44 communities participating in the Community Presenters Assistance program on an annual basis.
- Support 61 public museums and arts galleries.
- Support 69 regional and community arts councils.

Measures

- Annual rate of participation of School Districts in arts and educational programming.
- Annual number of communities participating in the Community Presenters Assistance program.
- Number of active:
  - Public museums and art galleries; and
  - Regional and community arts councils.
- Annual number of performances and residencies by artists supported in the public school system.
- Annual use of the BC Arts Council web-site.
- Reported level of awareness of sampled members of the provincial population regarding the contribution of arts and culture to social and economic development.

Goal

Effective and efficient administrative and adjudicative processes.

Objectives

- An effective policy and program development process.
- Cost effective program administration.
- An equitable, transparent and accountable adjudication process.

Strategies

- Evaluate key policies and programs on a regular basis.
- Implement recommendations resulting from the review of organizational capacity and accountability framework assessment.
- Improve the effectiveness and information distribution capacity of the BC Arts Council web-site.
- Minimize appeals to decisions made by the BC Arts Council and its system of advisory committees by ensuring appropriate policies and procedures exist and are followed.

Targets

- Less than 3% of adjudicated decisions are appealed on an annual basis.
- Total annual administrative costs are below 10% of the dollar value of funding.

Measures

- The annual number of adjudicated decisions subjected to appeal.
- Total administrative costs as a percentage of funded awards on an annual basis.
- Annual use of the BC Arts Council web-site.
- The annual number of program evaluations:
  - Completed; and
  - Adopted (recommendations implemented).
- The average length of time to process funding submissions on an annual basis.[3]

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3 *The average number of working days taken from the time an application is received to the time a notification of approval is issued.*

Summary Financial Outlook

This forecast is based on an assumption of zero increase in Council funding since actual allocations are unknown as this plan is being prepared. Over the forecast period the British Columbia Arts Council will seek increased resources to allow it to more effectively meet its mandate of serving the province's arts and cultural communities.

	2002/03	2003/04	2004/05
Grants and Contributions	(Thousands)	(Thousands)	(Thousands)
Professional Arts Development	$ 8,200	$ 8,200	$ 8,200
Community Arts Development	$ 900	$ 900	$ 900
Touring Program	$ 450	$ 450	$ 450
Arts Awards – Individuals	$ 950	$ 950	$ 950
Publishing Programs	$ 450	$ 450	$ 450
	$10,950	$10,950	$10,950
Administrative Costs	$ 224	$ 224	$ 224
Total Forecast Expenditures	**$11,174**	**$11,174**	**$11,174**